

EXECUTIVE:
Satpal Sidhu



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Rud Browne
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Todd Donovan
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APPLICATION FOR APPOINTMENT TO WHATCOM COUNTY BOARDS AND COMMISSIONS

PLEASE PRINT LEGIBLY and COMPLETE ALL ITEMS

Name: Krista N. Touros Date: 6-4-2020

Street Address: [REDACTED]

City: [REDACTED]

Mailing Address (if different from street address): [REDACTED]

Day Telephone: [REDACTED] Evening Telephone: [REDACTED]

E-mail address: [REDACTED]

1. Name of board or committee-**please see reverse:** Bellingham-Whatcom County Commission Against Domestic Violence
2. You must specify which position you are applying for. **Please refer to vacancy list.** Healthcare Provider

3. Do you meet the residency, employment, and/or affiliation requirements of the position for which you're applying?
(If applicable, please refer to vacancy list.) ☒ yes ☐ no

4. Which Council district do you live in? ☐ One ☐ Two ☐ Three ☐ Four ☒ Five

5. Are you a US citizen? ☒ yes ☐ no

6. Are you registered to vote in Whatcom County? ☒ yes ☐ no

7. Have you ever been a member of this Board/Commission? ☐ yes ☒ no
If yes, dates: _____

8. Do you or your spouse have a financial interest in or are you an employee or officer of any business or agency that does business with Whatcom County? ☐ yes ☒ no
If yes, please explain: _____

9. Have you declared candidacy (as defined by RCW 42.17A.055, see instructions) for a paid elected office in any jurisdiction within the county? ☐ yes ☒ no

You may attach a résumé or detailed summary of experience, qualifications, & interest in response to the following questions.

10. Please describe your occupation (or former occupation if retired), qualifications, professional and/or community activities, and education.

resume attached: current role @ non profit
Peace Health - Northwest Network CEO

11. Please describe why you're interested in serving on this board or commission: Because it is my duty and honor to try and help all underserved. The commission's mission and values are aligned with my personal value system.

References (please include daytime telephone number): Sharon Rutherford 360 920 2340 ; Susan Marks [REDACTED]

Signature of applicant: Krista N. Touros

THIS IS A PUBLIC DOCUMENT: As a candidate for a public board or commission, the above information will be available to the County Council, County Executive, and the public. All board and commission members are expected to be fair, impartial, and respectful of the public, County staff, and each other. Failure to abide by these expectations may result in revocation of appointment and removal from the appointive position.

If you are applying for one of the following boards, committees, or commissions, please send this application to the

✶ **Whatcom County Executive's Office:**

311 Grand Avenue, Suite 108

Bellingham, Washington 98225

Phone:(360) 778-5200 Fax:(360) 778-5201

- Agricultural Advisory Committee
- Americans with Disabilities Act (ADA) Compliance Committee
- Behavioral Health Advisory Committee
- Bellingham-Whatcom County Commission Against Domestic Violence
- Bicycle/Pedestrian Advisory Committee
- Boundary Review Board
- Civil Service Commission
- County Appeals Board
- Developmental Disabilities Board
- Development Standards Technical Advisory Committee
- Ethics Commission
- Food System Committee
- Housing Authority of Whatcom County
- Housing Advisory Committee
- Lodging Tax Advisory Committee
- Marine Resource Committee
- North Sound Mental Health Administration
- Northwest Senior Services Board
- Parks and Recreation Commission
- Point Roberts Community Advisory Committee
- Public Health Advisory Board
- Purchase of Development Rights Oversight Committee
- Rural Library Board
- Salary Commission
- Veteran's Advisory Board

If you are applying for one of the following boards, committees, or commissions, please send this application to the

Whatcom County Council Office:

311 Grand Avenue, Suite 105

Bellingham, Washington 98225

Phone:(360) 778-5010 Fax: (360) 778-5011

- Acme/VanZandt Flood Control Sub-Zone Advisory Committee
- Birch Bay Watershed and Aquatic Resources Management Committee
- Board of Equalization
- Business and Commerce Advisory Committee
- Climate Impact Advisory Committee
- Drayton Harbor Shellfish Protection District Advisory Committee
- Flood Control Zone District Advisory Committee
- Forestry Advisory Committee
- Horticultural Pest and Disease Board
- Incarceration Prevention and Reduction Task Force/Law and Justice Council
- Lummi Island Ferry Advisory Committee
- Lynden/Everson Flood Control Sub-Zone Advisory Committee
- Noxious Weed Control Board
- Open Space Advisory Committee
- Planning Commission
- Portage Bay Shellfish Protection District Advisory Committee
- Solid Waste Advisory Committee
- Sumas/Everson/Nooksack Flood Control Sub-Zone Advisory Committee
- Surface Mining Advisory Committee
- Wildlife Advisory Committee

RCW 42.17A.005

(7) "Candidate" means any individual who seeks nomination for election or election to public office. An individual seeks nomination or election when he or she first:

- (a) Receives contributions or makes expenditures or reserves space or facilities with intent to promote his or her candidacy for office;
- (b) Announces publicly or files for office;
- (c) Purchases commercial advertising space or broadcast time to promote his or her candidacy; or
- (d) Gives his or her consent to another person to take on behalf of the individual any of the actions in (a) or (c) of this subsection.



Krista Touros, MBA

Chief Financial Officer | Senior Healthcare Operations Executive

Summary

Experienced CFO and Healthcare Senior Operations Executive. Proven track record in financial performance improvement, operations turn-around, financial operations management, planning & analysis, strategic planning and in-patient and out-patient operations management. Exceptional at building cross-functional partnerships and high performing teams to deliver results. Passionate about balancing organization needs to maintain high levels of quality and service while maintaining strong financial stewardship. Significant experience in operations streamlining, Lean process improvement and leading large-scale change.

Experience & Accomplishments

Northwest Network Chief Financial Officer

2019-present

PeaceHealth

Multi-state region comprised of 4 hospitals that include sole community provider and critical access operations located in the WA and AK

Western Division Chief Financial Officer

2017-2019

Banner Health

Multi-state region comprised of 13 hospitals that include sole community provider, critical access and tertiary hospital operations located in the 6-state area of AZ, CA, NV, WY, NE, and CO, \$2.5B gross revenues; \$800M operating expense; 3,800 FTEs; 270 ADC; 300+ medical staff

Responsibilities: Division level C-Suite executive leadership team member. Board of Directors Officer, Banner Network Colorado (ACO) and subsidiaries and joint ventures. Managed Care contract evaluation and renewal proposals. Financial operations: 7 direct (CFOs and Division Sr. Director) and 60 indirect FTEs in site based executive leadership, financial analysis, strategy, business development, budget and long-term forecast development, capital planning, ethics and compliance, registration, supply chain, admissions, and health information management.

Accomplishments:

Financial Performance Improvement – Led development and implementation of regional cost reduction, finance restructure, reductions in workforce, length of stay and growth strategies resulting in overall budget performance 2018 25.4% favorable and significant year over year operating margin improvement, combined with 5.4% EBITDA margin improvement and 3% FTE/AOB reduction. Some tactics related to margin improvements: strategic pricing, strategic movement of OP cost to charge ratios for 9 critical access hospitals, reduction in physician productivity impact across 7 rural health clinics. Master Campus Plan evaluations and analyses for 5 of the smaller hospitals.

Chief Financial Officer, Sutter Health Alta Bates Summit Medical Center

2015-2017

Multi-campus, tertiary hospital operations located in Northern California, \$3.8B gross revenues; \$1.1B operating expense; 4,000 FTEs; 475 ADC; 800+ medical staff

Responsibilities: ABSMC C-Suite executive leadership team member. Board of Directors Officer, ABSMC surgical and imaging subsidiaries and joint ventures. Financial operations: 2 direct & 103 indirect FTEs in financial analysis (strategy, business development, budget development and execution and long-term forecast), purchasing, logistics, registration, admissions and health information management.

Accomplishments:

- Financial Performance Improvement – Led development and implementation of cost reduction, length of stay and growth strategies resulting in 125% year over year operating margin improvement, and 29% EBITDA margin improvement while maintaining quality and service
- Length of Stay Reduction & CMI Improvement – Partnered with physician leadership in cardiology, general surgery, hospitalist, neurosurgery, pulmonary and critical care service lines to improve documentation resulting in 2.54% case mix index improvement and 10.96% reduction in length of stay
- Clinical Variation Reduction – Clinical and financial team initiative resulting in improved patient outcomes, including reduction of unnecessary C-sections, reduced length of stay for uncomplicated deliveries and financial improvement

**Assistant Administrator, Finance Sutter Health
East Bay Hospitals**

2013-2015

Multi-hospital and medical foundation operations located in Northern California, \$4B gross revenues; \$1.5B operating expense; 5,300 FTEs; 650 ADC; 800+ medical staff

Responsibilities: East Bay Region decision support; Alta Bates Summit Medical Center financial performance oversight; financial operations transformation team. Financial operations: (7) direct reports, financial applications operating system development and oversight, cost accounting and service line profit and loss reporting, regional budget and long-term forecast preparation, presentation and oversight in collaboration with senior leadership at multiple east bay hospitals and facilities.

Accomplishments:

Financial Operations Transformation – improved daily productivity reporting and oversight resulting in overall productivity improvement from 85% in 2013 to 96% in 2014; moved volume forecasting to a two-year trend and incorporated industry forecasting into volume assumptions resulting in narrowing budget vs actual performance to a favorable 10% in 2015.

**Chief Financial Officer, Sutter Lakeside Hospital
(SLH)**

2009-2013

Critical Access Hospital located in Northern California, \$300M gross revenues; \$75M operating expense; 300 FTEs; 23 ADC; 30+ medical staff.

Responsibilities: SLH C-Suite executive leadership team member. Financial performance, Decision Support, Patient Access, Health Information, Materials Management, Lab, Imaging, Respiratory Therapy and Rehabilitation Operations. Community Healthcare Needs Assessment and County Board of Supervisors liaison. Philanthropic committee member and Community Advisory Council liaison

Accomplishments:

Financial turnaround – developed and implemented a multi-faceted turnaround plan resulting in a \$5M financial improvement. Key components included improved revenue capture, productivity and labor use, and efficiency improvements.

Region Accounting Manager, Sutter Sacramento-Sierra Region

2006-2009

Finance Manager, Sutter North Medical Foundation

1998-2006

**Education,
Certifications &
Recognition**

MBA, University of Phoenix, Sacramento, CA

BS, Business Administration, University of Phoenix, Sacramento, CA

Certified Lean Leader & Kaizen Facilitator, Rona Consulting, Mercer Island, WA

Sutter Health University

- **Leadership Academy Graduate** -- High Potential Leader Program
- **Management and Clinical Excellence Executive Faculty** -- Financial management curriculum development, delivery and business case evaluation

Healthcare Financial Management Association (Member 2009 – present)

- **Guest speaker – Northern Colorado Chapter – 2018**

Banner Health Voice Survey – Top 10% Leader compared to internal and industry benchmarks

**Community
Leadership**

Executive Committee Member, Business and Community Healthcare Partnership: 5 years

Finance Chair, Medical Employee Enrichment Fund: 6 years

Board Officer, Friday Night Live: 6 years

Committee Member, American Heart Association: Go-Red for Women annual campaign: 2 years

Sunrise Rotary Club of Kelseyville; Member at large, 2010 – 2012; Board Officer, 2012 – 2013

Board Member, Northern Colorado Healthcare Alliance, 2017 – Present